

VSM Workshop Charter

Title

WorkFirst 5—Reducing Transition Gaps

Workshop Sponsor	Workshop Project Lead	Workshop Facilitator
Babs Roberts	Debbie Davis	Don Doud, Christine Kerns, Lynda Di Giorgio

Background

1. **Federal Participation Rates** – Washington did not meet the All Family or Two-Parent Participation Rate targets in federal fiscal year (FFY) 2012. The state appears to have met the All Family target in FFY 2013 but failed to meet the Two-Family participation rate.

FFY 2012 Actuals	FFY 2012 Target	FFY 2012 Rate	FFY 2012 Under Target
All Family	14.6%	11.1%	-3.5%
Two Parent	54.6%	11.8%	-42.8%
FFY 2013 Recomputed (Date: 3/20/14)	FFY 2013 Target	FFY 2013 Rate	Over/Under Target
All Family	12.5%	13.3%	0.8%
Two-Parent	52.5%	12.6%	-38.9%
FFY 2014 Estimates (Date: 3/20/14)	FFY 2014 Target	FFY 2014 Rate	Over/Under Target
All Family	10.2%	13.8%	3.6%
Two-Parent	50.2%	14.2%	-36%

Note: Data months from June 2013 thru current have been rebuilt to reflect the upper limits allowance in Job Search and Job Readiness since last month's view.

2. **Transition Gaps** - Participants in the WorkFirst Program are able to take advantage of a variety of services provided by a number of different partners and community providers. Unfortunately, inherent in this variety of engagement opportunities, there are gaps in engagement as a participant moves from one WorkFirst partner/provider to another during which there is no meaningful engagement occurring. History shows us that each month, about half of the WorkFirst clients have zero countable hours of participation—and the majority of these tend to be in those gray areas that are the transition gaps.

Report month = April, 2014

<i>CSO Number</i>	<i>Totals</i>
Total Cases Receiving Assistance	41764
Child Only Cases	16003
Active All-Family Cases	25761
Disregard: Child Under Age 1	3327
Disregard: Sanctioned	2
WPR Percent	8.4%
Cases Subject to Federal Participation Rate (<i>denominator</i>)	22432
Participating at Federally Qualified Standard (<i>numerator</i>)	1878
Primary Activities	
p50 Unsubsidized Employment	1009
p51 Subsidized Employment-Private	624
p52 Subsidized Employment-Public	19
p53 Work Experience	20
p54 On the Job Training	3
p55 Job Search	161
p56 Community Services	19
p57 Vocational Education	187
p61 Providing Child Care	0
Qualifying Other Participation	
p58 Job Skills Training	145
p59 Education Related to Employment	2
p60 School Attendance	89
Participating Below Federal Standard *	4965
Primary Activities	
p50 Unsubsidized Employment	1352
p51 Subsidized Employment-Private	577
p52 Subsidized Employment-Public	19
p53 Work Experience	87
p54 On the Job Training	5
p55 Job Search	1552
p56 Community Services	151
p57 Vocational Education	219
p61 Providing Child Care	0
Qualifying Other Participation	
p58 Job Skills Training	520
p59 Education Related to Employment	0
p60 School Attendance	182
Non-Countable Activities **	816
No Participation ***	15589

15,589 individuals show no participation. This represents:

- 69.5% of 22,432 subject to federal participation
- 60.5% of active All-Family cases

* Families are enrolled in Activities but do not meet Federal Work Participation requirements

** Families are enrolled only in Activities that are not included in the Federal Work Participation Rate. Therefore, these families have no hours countable toward meeting Federal Work requirements

*** Families have no hours, either countable or non-countable, toward Federal Work requirements

3. **Lean Initiatives** – CSD has undertaken a project to conduct six Value Stream Mapping workshops between the months of December 2013 and July 2014. These events are ways to bring together staff from across the spectrum to identify things we can do that will provide more efficient and effective outcomes and, more importantly, to help identify ways we can best balance the need to engage participants in activities that are

meaningful while still engaging enough people in the right activities to meet the Federally mandated participation rate targets. This is the fifth event in the series. Lean WF1 focused on reducing ESD job search churn. Lean WF2 focused on the process used to prepare the required federal participation reports. Lean WF3 focused on verifying and documenting actual hours of participation. Lean WF4 focused on increasing successful outcomes for contracted educational activities. Some of the ideas that came from participants in earlier events, particularly in WF1, WF3 and WF4, have been identified to fit with the scope of this workshop. These ideas will be shared with the WF5 team for consideration as part of their recommendations.

Mission Statement

The goal of this workshop will be to identify and implement strategies to improve the communication which occurs between the WorkFirst Participant, the DSHS case manager or Social Service Specialist and/or the partner or provider to determine the appropriate next steps to lead the participant to the right activity at the right time. This will help participants avoid getting “lost” in transition, maximize their limited time on WorkFirst and make sure that every possible hour that could be counted will be counted.

Deliverables

- Current State Value Stream Map
- Future State Value Stream Map
- Implementation Plan

Scope & Boundaries

Supplier	DSHS Case Managers/Social Service Specialist, WorkFirst partners/providers refer participants to or refer participants back from an activity or from one activity to another
Input	Coding entered into eJAS that creates a transition for the WorkFirst participant
Process	Communication that occurs between the WorkFirst participant, the partner or provider and/or the DSHS case manager or social service specialist to determine appropriate next steps. (examples include: managing referrals around SBCTC class schedules, identifying a “quality referral” i.e. a referral to the right activity for the participant at the right time; coordinating multiple referrals or engagement activities within a single time frame)
Output	WorkFirst participant engagement in their activity or activities
Customer	WorkFirst participant

Out of Scope

- A new IT system
- Changes to Federal rules
- Federal Reporting Process (at ACES, ITS and RDA)
- Changes to the WFSE Collective Bargaining Agreement
- Scope relating to the other WorkFirst Lean Project value stream mapping events (e.g. barrier removal engagement; job search process, class curriculum, documenting or recording actual hours)

Problem Statements & Effects

As indicated above, history shows that each month at least half of those who are required to participate (by federal standards) show with no activity. When we evaluate who these individuals are and why they have not activity we typically find they are in the Transition Gap. This creates three major problems:

- a. The WorkFirst Program is limited to 60 months in a participants lifetime—transition gaps do not help them make the best use of every month on TANF.
- b. Transitions also create gaps where participants can get “lost”—not successfully to making the connection from partner/provider to another.
- c. Every hour they are in the Transition Gap is an hour that cannot be counted toward meeting the federal rate. For the state and the WorkFirst program, this could ultimately lead to penalties and reduced funding with which to meet participants needs.

Workshop Date/Time/Location

Date	Time	Location
June 9-June 13, 2014	June 9- 10am-4pm June 10-12 9am-4pm June 13 9am-12pm	Mirabeau Park Hotel, 1100 N Sullivan Rd, Spokane Valley, WA 99037

Workshop Participants

Name	Role/Function	Name	Role/Function
Mike Midkiff	CSOA	Catherine Johnson	WFPS
Bo Sotelo	WFPS	Kami Kruzich	WFPS Supervisor
Trudy Jewhurst	SSS 2	Lorrie Walker	CSD HQ Ops
Nathan Hoover	DEL	Barb Mooney	CSD HQ WorkFirst Ops
Amos Mbuni	CSD HQ Policy	Stephanie Nielsen	eJAS IT
Debbie Davis	CSD HQ Ops	Liz Myntti	LCOL
Heather Peterson	Goodwill OC	Diana Leach	Quality Assurance
Sarah Featherly	Career Path	Molly Onkka	Commerce
Mat Carlisle	SBCTC	Suzanne Stoltz	WorkFirst Job Coach
Julie Babst	WorkFirst Supervisor	Christina Pitts	WorkFirst Job Coach
Sharon Davis	WorkFirst Job Coach	Artur Arakelyan	ORIA
Dawn Chavez	Spokane Community College	Val Finkbeiner	Spokane IEL

Jan Strand	Edmonds Community College	Stefanee Bunn	Lower Columbia College
Cristeen Crouchet	Clover Park Technical College		

VSM Workshop Guiding Principles

1. Demonstrate trust to other VSM Workshop participants.
2. Follow through on any commitments you make or assignments you accept.
3. Display professional courtesy during meetings and discussions with other VSM Workshop participants.
 - a. Listen to different points of view.
 - b. Maintain self-esteem of all participants.
 - c. Listen while others are speaking.
 - d. Provide VSM Workshop participants equal opportunity to speak on a topic.
 - e. Be positive and constructive.
 - f. Focus comments on the process, not the person.
4. Provide regular progress reports to the VSM Workshop sponsor(s).
5. Consider cost-benefit aspects of our products and actions.
6. Use consensus decision-making process.
 - a. Use multi-voting decision as our secondary decision-making process.
 - b. Use majority rules decision making as our tertiary decision-making process.
7. Keep sensitive information within the group.
8. Ask for help if you cannot complete your assignments on time.
9. Do not let cell phones, pagers, & laptops disrupt the workshop.
10. Have fun.

Roles and Responsibilities

The table lists who does what before and after the VSM Workshop.

Who	Does What
Before the VSM Workshop Starts	
Sponsor	Provides guidance and authorization to the Workshop Project Lead in <ul style="list-style-type: none"> • preparing the workshop charter and • selecting workshop team members
	Commits resources for the workshop
	Ensures leaders of associated function commit to providing resources for the workshop
	Provides opening comments to the workshop participants
	Attends the report-out on the final day of the workshop
Project Lead	Organizes the evaluation meeting to develop the workshop charter
	Ensures completion of the VSM Evaluation & Planning Phase Checklist
	Ensures the correct team members are committed to participating in the entire workshop

	Sends a meeting notice out to the workshop participants
After the Workshop Ends	
Sponsor	Hold Project Lead and Implementation Team responsible for achieving improvements (final results)
	Commit resources necessary to execute process improvement implementation plans
	Ensure leaders of associated functions commit resources necessary to execute process improvement implementation plans
	Support follow-on action plan status meetings
	Sponsor appropriate out-of-scope improvement recommendations and go-forward plans
Project Lead	Ensure workshop participants begin implementing their assigned actions
	Hold implementation meetings with key team members
	Keep track of all open action items and measure progress (i.e. first pass yield, number of transaction, cycle time)
	Link action plan improvements to the future state map

Signature of Workshop Sponsor:	
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